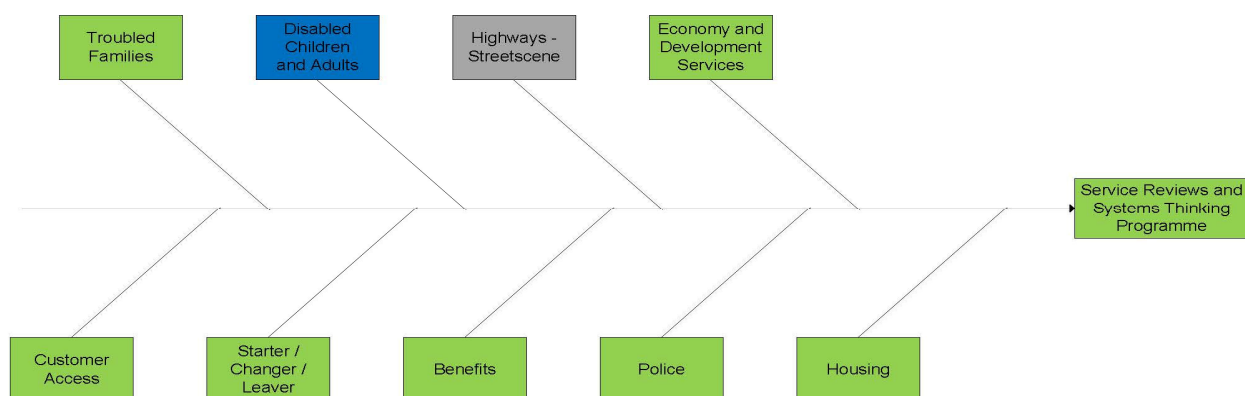


Systems Thinking Programme Highlight Report

Programme Name	Systems Thinking Workstream, Transformation		Workstream Manager	John Rogers
Period Covered	From: 01 April 2014	To: 31 May 2014	Workstream Sponsor	Mark Stone/Corporate Directors
Programme Status			Budget Status	

Status Summary

Key reviews fishbone



Highlights

- Disabled Children and Adults (SEND service) systems thinking implementation work completed; service implementation continues led by service staff.
- Delivery continues to expectation and with some major highlights;
 - Customer Access review continues in County Hall, Monkton Park and Milford Street. Potential improvements to County Hall reception are being tested and evaluated.
 - Customer Access review has been combined with Benefits and Housing reviews as they are heavily interconnected. Benefits review will contribute to application to be LSSF pilot with DWP.
 - Customer experience work for Corsham Campus is on track for June/October opening.
 - System review for the Better Care Plan (jointly between Wiltshire Council and Wiltshire CCG, and including the H2L@H providers, three acute hospitals, GPs and community health services) is completing scoping; check is expected to begin in July.
 - Development Services review has expanded to include Economic Development. Work on the development consultation process is in the check stage.
 - Children's safeguarding review has progressed from scoping into the check stage.
 - Starter Changer Leaver review: redesign of starter stage is feeding into e-forms implementation.
- First meeting of joint project board for Single View of the Customer project held on 3 April. This work now to be lead by Head of Programme Office. SVoC will provide a key strategic resource and opportunity for multi-agency transformation; vulnerable people will be key beneficiaries from this work.
- The monthly Systems thinking training (3-day immersion workshop) was delivered in April and May, bringing the total number of people having gone through the training to 725. This includes 130 people from Police and the Office of the PCC. All places on the June course have been allocated to the Better Care Plan programme team.
- Work continues with Suffolk CC on an in-house version of the training.
- The key reviews which we currently use to determine workstream status are: Benefits/Customer Access/Housing, Campus, Economy and Development Services, Police, Starter-Changer-Leaver, and Troubled Families. All are green. Better Care Plan (BCP) will be a key review when check begins.
- Progress of Police review work has been affected by restructure and changes to Transformation leadership.
- The Local Highways and Street Scene review work is Grey (paused) due to slow pace of implementing community teams delivery model and low engagement from BBLP. Further reporting when review restarts.

Key Issues

Issue	Impact/ status	Management Actions	Review Date
There are no programme-level issues			

Key Risks

Risk	Impact	Score	Probability	Score	Score/ status	Mitigating Actions	Review Date
	Catastrophic	4	Likely	4			
	Minor	1	Unlikely	1			
There are no programme-level risks							

Progress on Key Activities:

Completed in This Period			
Activity	Stage	Status	Comments
Workstream: Programme Management			
Development of forward programme	Sign off		Corporate Directors have reviewed the programme; awaiting signoff.
Review: Benefits (Universal credit/welfare reform)			
Meetings with Benefits & Customer Services to begin working together on plan for check and resourcing; check began 21 May. The Benefits review now part of joint Benefits, Housing and Customer Access review; completing a customer journey to show the links. This will also feed into Benefits/DWP submission for LSSF pilot.	Check		Review has now picked up momentum.
Review: Customer Access			
Demand capture via social care helpdesk completed. Check started at Monkton Park F2F; check in Milford Street F2F near completion. Trials at CH reception underway. Making links with CAB. Work done with Accounts Payable on reducing post; continuing data gathering about post across the organisation. Customer journey picture work started.	Check / Re-design		
Review: Disabled Children and Adults			
SEND Service 0-25 launched January 2014; the majority of roles now recruited to. SEND Service launch event held. Local offer development of a county wide education progressing very well. Work well underway on preparing for adulthood and health local offer stream. National Graduate trainee appointed to lead on Local Offer Development.	Completed S-T		Service implementation will be gradual due to legislation changes not coming into effect until Sept 2014. Pathfinder and Champion commitments ended March 31 st 2014. Systems thinking work concluded; no further reporting in this HL report.

Review: Economy and Development Services (systems thinking work)			
In check for planning consultation process (within EDP but also with Highways, Education, Heritage, Public Health etc); also working on the overall purpose of EDP.	Check		Teams highly engaged and good progress has been made collecting and analysing consultation case histories to inform review trials for redesign.
Review: Housing Allocations and Options			
Housing Association partners visited to discuss effectiveness of current processes. EDS processes checked for 'homeless' presentations. Wiltshire council tenancy staff interviewed. Recent users of the housing service interviewed for their experiences. Initial 'check' findings delivered to all housing teams, Assoc. Director and Head of service. Process mapping for 'as-is' activities are underway.	Check		Unable to resource process mapping sessions within housing teams, en bloc. Alternative method being tried, with 1 to 1 sessions taking place within all teams, to build up a mapping picture.
Review: Local Highways and Street Scene			
Community team implementation has paused; related ICT integration is progressing. The community team model has not yet begun to work as designed; focus has shifted to immediate cost savings and working through backlogs.	Paused		This review is suspended pending the opportunity to restart improvement work and the implementation of the community model.
Review: Police (systems thinking work)			
Continuing work with Boeing to help us to analyse performance of the as-is and to-be operational policing models. This can then be used in other system thinking reviews. Work with Airpoint technology solution to help us achieve redesign. Started mini check for Road Traffic Collisions; working in Enquiry Offices electronic 'found property' system.	Re-design		Progress and momentum of this review has been affected by Police restructure and changes to Transformation leadership, and by the Airpoint work. See below under dependencies.
Review: Safeguarding (Children's Social Services)			
Check has begun slowly due to the severe lack of SWs within the east area. Progress and the situation will be reviewed at the end of May, by which time more SW staff should be in place. We agreed that it was important to keep moving forward with the work albeit slower than we would like, in the interim.	Check		
Review: Starter-Changer-Leaver			
Feedback to Portfolio-holder, feeding into e-form design work. Establish start date to commence in recruitment.	Re-design		This review would benefit from increased engagement from payroll – this is anticipated.
Review: Troubled Families			
Work is continuing and where possible is joined up with safeguarding work, for example mapping the Domestic Violence flow. Cases tracked for 34 families; to write paper documenting findings.	Check		Meeting with CD in near future to gain clarification about who will be the service lead for the work we are undertaking.

Scheduled For Next Period (Including carried forward)			
Activity	Stage	Date due	Comments\Planned Actions\Reason for carrying forward
Workstream: Programme Management			
Forward programme deemed to be agreed	Sign-off	April 2014	No impact on delivery.
Review: Benefits (Universal Credit/Welfare Reform)			
Check in Benefits to start 21 May. Work towards joining up with customer services check teams across 3 hubs. Work with Benefits HoS on submission for LSSF pilot joining up with DWP.	Check	July 2014	
Review: Customer Access			
Start redesign at Milford Street. Continue check on F2F at Monkton park and feedback to teams. Expand trials of meet and greet at CH to include more customer services staff, work with Benefits check team to improve front end. Build on relationships with HB and Housing reviews build a customer journey picture linking in with CAB, HB, housing and customer services	Check / Re-design	June 2014	May widen to 3 key Registered Social Landlords and DWP.
Review: Disabled Children and Adults			
ST work completed and handed over to service and implementation teams.	ST work completed.	Ended	
Review: Economy and Development Services			
EDP Vision workshop preparation and format planned for mid-June. Running workshops which connect local vision work, local place shaping, and consultation processes. To trial redesigned consultation process. The outcome of redesign trials for consultation will inform further testing / rollout if successful. It will also show how customers / citizens access the service.	Check	Sept 2014	Implementation of agreed improvements to planning processes is dependent on progress with DPIT (M3 IT system). The work is taking us into pre-application advice and the root cause of current inconsistencies between teams and individuals.
Review: Housing Allocations and Options			
As-Is process mapping continuing within all hubs. Confirmation of the validity to be sought.	Check	June 2014	Process mapping taking longer than would normally be the case, due to restricted resourcing.
Review: Local Highways and Street Scene			
No further reporting until review restarted.	Check	n/a	
Review: Police			
Developing simulation/modelling of to-be operational policing; off-line testing to-be model against real incoming demand. Continuing work in Enquiry Offices electronic found property system. Continuing work with Air point technology solution to help us achieve redesign. Using the redesign team expertise - starting work in the trial area to test thinking on a take 1 do 1 debrief basis for live cases.	Re-design	Dec 2014	Meeting Transformation lead on 2 June with hope of progressing redesign into testing.

Review: Safeguarding model			
The work is ongoing. We would like to talk to some of the families to understand the system from the 'customer' perspective – meeting arranged with the team manager to discuss next steps while we await more frequent access to the SWs.	Check	Dec 2014	Access to the expertise of the SWs and time for them to fully engage will be limited.
Review: Starter-Changer-Leaver			
The review team will start work building relationships with the recruitment team in July and in meantime continue feeding into Eform work.	Re-design	July 2014	Key members of recruitment team on leave until July.
Review: Troubled Families			
Using the case tracking we have completed to support the data collection required by central government for funding. Paper regarding findings from case tracking. Continue to track the Domestic Violence process.	Check	T.B.D.	Awaiting financial information to enable us to cost the social work and other interventions.

Dependencies / Interfaces

Title	Risk	Owner	Review Date	Comments
Preparations for Corsham Campus go live.		JR/HK	31/5/14	Delivery of Customer Experience workstream on track for June/October transitional opening. Will move into Customer Access review on opening to review demand and make any necessary system / process changes
Single View of the Customer programme		JR/MS	31/5/14	The IM 'side' of the Customer Access Review. Joint with Health and Police. Mobilised project team for initial research and development; first Board meeting held on 3 April. Handed over to Ian Baker.
Police restructure and changes to Transformation leadership		JR/RK	30/6/14	Progress on S-T review has been affected by changes to Police structure and responsibilities, and by hand-held devices project. This is affecting the review's momentum and the pace at which redesign work can go into testing.

Budget

Reference	Status	Actual	Commitment	Projected	Comments
Staffing	Green	£	£	£	Staffing costs identified and agreed for systems thinking team. On budget.

Roadmap

Subject to decisions by the Corporate Directors about the forward programme.